

Statistical Analysis For The Perception On The Organization Culture

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Abstract: *Organization culture is complex in nature. The company has its own distinctive personality referred to as its culture. Organization culture is how things done around the industries with the guidelines of the core values, beliefs, processes and standards that thrives in an organization. Our India has different culture because of cultural differences, it is important that the management must be aware of the difference in perception towards the issues to achieve harmony among all the workers. These perceptions emotionally energized that lack of understanding and acceptance of these could cause undesirable conflicts. The main objective of this study is to measure the perception of organizational culture in a private industry. The researcher used descriptive design and the standard questionnaire developed by Udai Pareek for data collection. The scale consists of eight dimensions namely Openness, Confrontation, Trust, Authenticity, Pro-action, Autonomy, Collaboration and Experimentation. The result of the data collection is the accumulation of raw data into a quantitative form. Such data then summarized and subjected to statistical analysis. While analysing the overall organizational Culture more than half 54.5 percent of the respondent are having low culture about the organization, less than half 45.5 percent of the respondent are having high culture about organization.*

Keywords: *Organization Culture, Testing of Hypothesis, Karl Pearson's coefficient of correlation, Z test, one-way ANOVA*

1. INTRODUCTION

Organizational culture is one of the major determining factor in the success of an organization and it gives one of the most powerful effects on how an organization thinks and behaves. Dr. Elliott Jaques in *The Changing Culture of a Factory* first introduced the term organizational culture. Which was published in the year 1951. The study was about the description, analysis, and development of the corporate group behaviours. **Luong Hai Nguyen, Tsunemi Watanabe, (2017)** determine the impact of project organizational culture on the performance of construction projects. **Amin Nikpour, (2017)** investigated the mediating role of employee's organizational commitment on the relationship between organizational culture and organizational performance. **Ali taha V., Sirkova M., Ferencova M., (2016)** examined the relationship between culture, creativity and innovation. **Ion Alexandru TANASE, (2015)** gave importance of the organizational culture. **Maryla Bogdanowicz, (2014)** analysed the impact of organizational culture on the company competitiveness. **Salih Yesil, Ahmaet Kaya (2013)** investigated the role of organizational culture on firm financial performance. **M. Shakil Ahmad, (2012)** expanded the base of knowledge and empirically test the relationship between components of organizational culture of performance management practices.

In this paper, the aim of the study is to measure the perception of organizational culture in a private industry. The data is collected using the descriptive design and the standard questionnaire developed by Udai Pareek. The overall organizational culture is analysed using the statistical tools.

2. RESEARCH METHODOLOGY

A person and his culture are so interwoven with each other that it is difficult to distinguish the individual from his cultural context. On the basis of cultural upbringing, the attitudes and perception of people will differ concerning such subjects as work habits, risk taking, introducing and accepting change, values, concepts of authority, reward innovation and so on. Because of cultural differences, it is important that the management be aware that respect for difference in perception towards issues is necessary to achieve harmony among all workers. These perceptions are so emotionally energized that lack of understanding and acceptance of these could cause undesirable conflicts. The study aims to find the organizational culture in a private industry. The main objective of this study is to describe the socio-demographic characteristics of the respondents and to measure the perception of organizational culture in terms of different dimensions namely Openness, Confrontation, Trust, Authenticity, Pro action, Autonomy, Collaboration and Experimentation and finally is to suggest suitable measures for improving the existing perception of organizational culture. The researcher used descriptive design and the standard questionnaire developed by Udai Pareek for data collection. The end result of the data collection is the accumulation of raw data into a quantitative form. Such data are then summarized and subjected to statistical analysis.

Findings

It is found that less than half 47.5 percent of the respondent are above the age of 45, more than one-third 38.6 percent of the respondent are in the age group between 36 to 45 years and remaining 13.9 percent of the respondent are below the age of 35 years. While analysing the educational qualification more than one third 36.6 percent of the respondent have finished middle school education, less than one fourth 24.8 percent of the respondent have finished UG Degree, meager 20.8 percent of the respondent completed their ITI education and remaining 17.8 percent of the respondent have finished diploma. It is evident majority 60.4 percent of the respondent lives in joint family system, more than one third 39.6 percent of the respondent lives in nuclear family.

It is found that less than three fourth 71.3 percent of the respondent are having low openness about organizational culture, more than one fourth 28.7 percent of the respondent are having high openness about organization. It is also evident that more than half 59.4 percent of the respondent are having low confrontation about organizational, more than one third 40.6 percent of the respondent are having high confrontation about organization. It shows that more than half 52.5 percent of the respondent are having low trust about the organization, less than half 47.5 percent of the respondent are having high trust about organization. While analysing the value about the organization more than half 52.5 percent of the respondent are having low value about the organization, less than half 47.5 percent of the respondent are having high value about organization. It shows that more than half 59.4 percent of the respondent are having low authenticity about the organization, less than half 40.6 percent of the respondent are having high authenticity about organization. More than half 54.5 percent of the respondent are having low pro action about the organization, less than half 45.5 percent of the respondent are having high pro action about organization. It shows that half 50.5 percent of the respondent are having

low autonomy about the organization, less than half 49.5 percent of the respondent are having high autonomy about organization. It evident that vast major 81.2 percent of the respondent are having low collaboration in the organization, meagre 18.8 percent of the respondent are having high collaboration in the organization. More than half 52.5 percent of the respondent are having low experimentation about the organization, less than half 47.5 percent of the respondent are having high experimentation about organization. About the share about the organization half 50.5 percent of the respondent are having low share about the organization, less than half 49.5 percent of the respondent are having high share about organization. While analysing the overall organizational Culture more than half 54.5 percent of the respondent are having low culture about the organization, less than half 45.5 percent of the respondent are having high culture about organization.

Hypothetical Findings

KARL PEARSON'S COEFFICIENT OF CORRELATION BETWEEN AGE OF RESPONDENT AND VARIOUS DIMENSIONS OF ORGANIZATIONAL CULTURE

DIMENSIONS	VALUE	CORRELATION VALUE	STATISTICAL INFERENCE
Age & openness	.237	Positive low relationship	P < 0.05 Significant
Age & confrontation	.230	Positive low relationship	P < 0.05 Significant
Age & trust	.049	Positive very low relationship	P > 0.05 Not Significant
Age & Value	.236	Positive low relationship	P < 0.05 Significant
Age & authenticity	-.054	Negative very low relationship	P > 0.05 Not Significant
Age & pro action	.103	Positive low relationship	P > 0.05 Not Significant
Age & autonomy	.193	Positive low relationship	P < 0.05 Significant
Age & collaboration	-.028	Negative very low relationship	P > 0.05 Not Significant
Age & experimentation	.153	Positive low relationship	P > 0.05 Not Significant
Age & Share	.134	Positive low relationship	P > 0.05 Not Significant
Age & Organizational Culture	.198	Positive low relationship	P < 0.05 Significant

It is found from above table that there is a significant relationship between the age of respondent and in the dimensions of the Openness, Confrontation, Value, Autonomy and overall Organizational culture. It is clearly seen from above table that there is no significant relationship between the age of the respondent and in the dimensions of Trust, Authenticity, Pro action, Collaboration, Experimentation and Share.

However, it is found that there is positive low relationship between the age of respondent and in the dimension of Openness, Confrontation, Value, Pro action, Autonomy, Experimentation, Share and Organizational Culture. It shows that there is positive very low relationship between the age of respondent and in the dimension of Trust and there is negative very low relationship between the age of respondent and in the dimension of Authenticity and Collaboration.

Karl Pearson coefficient of correlation test was applied and it is found that there is a significant relationship between the age of respondent and Organization Culture.

Hence the null hypothesis is rejected and research hypothesis is accepted.

ONEWAY ANOVA ANALYSIS OF VARIANCE AMONG THE RESPONDENTS' EDUCATIONAL QUALIFICATION AND ORGANIZATIONAL CULTURE.

DIMENSIONS	EDUCATIONAL QUALIFICATION	SUM OF SQUARES	DF	MEAN	MEAN SQUARE	F
Openness	Between Groups	2.320	3	G1 =15.43	.773	F=.197 P > .05 Not Significant
	Within Groups	380.551	97	G2 = 15.29	3.923	
				G3 =15.06		
				G4 = 15.48		
Confrontation	Between Groups	13.846	3	G1 =12.86	4.615	F=1.389 P > .05 Not Significant
	Within Groups	322.214	97	G2 = 12.81	3.322	
				G3 = 13.28		
				G4 = 13.72		
Trust	Between Groups	27.829	3	G1 =13.22	9.276	F=2.247 P > .05 Not Significant
	Within Groups	400.468	97	G2 = 12.52	4.129	
				G3 = 13.00		
				G4 = 14.04		
Valued in the Organization	Between Groups	87.482	3	G1 =41.51	29.161	F=1.701 P > .05 Not Significant
	Within Groups	1662.756	97	G2 = 40.62	17.142	
				G3 = 41.33		
				G4 = 43.24		
Authenticity	Between Groups	9.440	3	G1 =12.81	3.147	F=1.413 P > .05 Not Significant
	Within Groups	216.025	97	G2 = 13.19	2.227	
				G3 = 13.22		
				G4 = 13.60		
Proaction	Between Groups	13.007	3	G1 =14.73	4.336	F=.719 P > .05 Not Significant
	Within Groups	584.835	97	G2 = 15.00	6.029	
				G3 = 14.89		
				G4 = 15.64		
Autonomy	Between Groups	9.868	3	G1 =13.76	3.289	F=1.573 P > .05 Not Significant
	Within Groups	202.825	97	G2 = 12.90	2.091	
				G3 = 13.44		
				G4 = 13.36		
Collaboration	Between Groups	3.126	3	G1 =13.43	1.042	F=.457 P > .05 Not Significant
	Within Groups	221.408	97	G2 = 13.57	2.283	
				G3 = 13.06		
				G4 = 13.52		

Experimentation	Between Groups	6.862	3	G1 =13.62	2.287	F=.563 P > .05 Not Significant
	Within Groups	394.385	97	G2 = 13.14	4.066	
				G3 = 13.22		
				G4 = 13.80		
Shared in the Organization	Between Groups	69.118	3	G1 =68.35	23.039	F=.801 P > .05 Not Significant
	Within Groups	2790.011	97	G2 = 67.81	28.763	
				G3 = 67.83		
				G4 = 69.92		
Culture	Between Groups	307.980	3	G1 =109.86	102.660	F=1.410 P > .05 Not Significant
	Within Groups	7063.327	97	G2 = 108.43	72.818	
				G3 = 109.17		
				G4 = 113.16		

G1 = School G2= ITI G3= Diploma G4= UG

From the above table it is clear that there is no significant variance among the educational qualification of respondents and in the dimensions of Openness, Confrontation, Trust, Value, Authenticity, Pro action, Autonomy, Collaboration, Experimentation, Share and overall Organizational Culture.

However it is clear that those who have finished their under Graduate degree possess the highest Organizational Culture. It may be because as education improves the Organizational Culture also improves.

One way ANOVA test was applied and it is found that there is no significant variance among the educational qualification of respondent and Organization Culture.

Hence the null hypothesis is accepted and research hypothesis is rejected.

Z TEST BETWEEN THE RESPONDENTS' TYPE OF FAMILY AND VARIOUS DIMENSIONS OF ORGANIZATIONAL CULTURE

DIMENSIONS	TYPE OF FAMILY	N	MEAN	STD. DEVIATION	STD. ERROR MEAN	STATISTICAL INFERENCES
Openness	Joint	61	15.13	2.117	.271	Z = -1.372 P < 0.05 Significant
	Nuclear	40	15.68	1.655	.262	
Confrontation	Joint	61	13.02	1.756	.225	Z = -.826 P > 0.05 Not Significant
	Nuclear	40	13.33	1.953	.309	
Trust	Joint	61	13.03	2.105	.270	Z = -1.232 P > 0.05 Not Significant
	Nuclear	40	13.55	1.999	.316	
Valued in the Organization	Joint	61	41.18	4.399	.563	Z = -1.622 P > 0.05 Not Significant
	Nuclear	40	42.55	3.734	.590	
Authenticity	Joint	61	13.16	1.393	.178	Z = .045 P > 0.05 Not Significant
	Nuclear	40	13.15	1.673	.264	

Pro action	Joint	61	14.61	2.629	.337	Z = -2.242
	Nuclear	40	15.70	1.990	.315	P > 0.05 Not Significant
Autonomy	Joint	61	13.49	1.422	.182	Z = .560
	Nuclear	40	13.33	1.526	.241	P > 0.05 Not Significant
Collaboration	Joint	61	13.26	1.591	.204	Z = -1.276
	Nuclear	40	13.65	1.331	.210	P > 0.05 Not Significant
Experimentation	Joint	61	13.26	2.073	.265	Z = -1.450
	Nuclear	40	13.85	1.861	.294	P > 0.05 Not Significant
Shared in the Organization	Joint	61	67.79	5.730	.734	Z = -1.753
	Nuclear	40	69.68	4.537	.717	P > 0.05 Not Significant
Culture	Joint	61	108.97	9.147	1.171	Z = -1.889
	Nuclear	40	112.23	7.329	1.159	P > 0.05 Not Significant

It shows from the above table that there is a significant difference between the type of family of respondent and in the dimension of Openness. It is clearly shown that there is no significant difference between the type of family of respondent and in the dimension of Confrontation, Trust, Value, Authenticity, Pro action, Autonomy, Collaboration, Experimentation, Share and overall Organizational Culture.

However the mean values reveal that the nuclear family have the significant relationship than the joint family. It shows that the reality of today's scenario.

Z test was applied and it is found that there is no significant variance among the type of family of respondent and Organization Culture.

Hence the null hypothesis is accepted and research hypothesis is rejected.

Suggestions

- The openness seem to be low among employees so it is suggested to the industry to create an environment by giving opportunity to employees to express their views, ideas and suggestions without fear.
- It also very clear that confrontation seems to be low so the management should motivate employee to get rid of shyness and take up challenging work, by providing personality development programmes.
- Trust is low in the organization in order to improve; the management should give assurance to the employee that all information are kept confidential.
- As the autonomy is low, the industry should give freedom to employee to act in their own and should respect the individuals by take part in decision making.
- Collaboration is comparably low so the organization should encourage job rotation, which help the employee to perform work with team spirit.
- Experimentation factor is also low in the company so it is suggested the industry to encourage the employees to try new and innovative means to solve problem.
- To improve the organizational culture, it is suggested to the industry by organizing special workshop on trust, team holding and human relations, encouragement of periodical discussion of matters relating to the organizations.

- Transparency is the key way of building trust, so it is suggested to be transparent with the employees to improve organizational culture.
- It is also suggested to provide a regular feedback in the performances of employees to improve organizational culture.
- To improve the organizational culture, it is suggested to reward the employees for their actions which will reduce the labour turn over and giving the organizational culture longevity.

3. CONCLUSION

The present descriptive study was undertaken with view to study the socio demographic characteristics of the respondents and measure the perception of organizational culture in terms of OCTAPACE culture. The study helps in figuring out the weaker aspects of culture in terms of values and share that prevail in the industry, which helps the top management of industry to develop and maintain an effective organizational culture in the longer run. Building a company culture takes time and energy. A great culture attracts the best workers, improves performance, and increases overall retention in the organization.

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